SINDH COMMUNITY MOBILIZATION PROGRAM

Report on the First Policy Dialogue on Education Management Organizations

Date: September 23, 2014

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ACRONYMS

ASER	Annual Status of Education Report
CMP	Sindh Community Mobilization Program
COP	Chief of Party
CSR	Corporate Social Responsibility
EFS	Education Fund for Sindh
ELD	Education and Literacy Department
EMO	Education Management Organization
FPCCI	Federation of Pakistan Chamber of Commerce and Industries
GOS	Government of Sindh
GPI	Gender Parity Index
HANDS	Health & Nutrition Development Society
HR	Human Resource
IBA	Institute of Business Administration
IRC	Indus Resource Center
IRD	International Relief & Development
ICT	Information and Communication Technology
ITA	Idara-e-Taleem-o-Aagahi
KPIs	Key Performance Indicators
NGO	Non-Governmental Organization
PAG	Project Advisory Group
PMIU	Program Management and Implementation Unit
PPL	Pakistan Petroleum Limited
PPP	Public-Private Partnership
PSLM	Pakistan Social and Living Standards Measurement
RSU	Reform Support Unit
SBEP	Sindh Basic Education Program
SEF	Sindh Education Foundation
SEMIS	Sindh Education Management Information System
SERP	Sindh Education Reform Program
SMC	School Management Committee
SZABIST	Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology
UC	Union Council
USAID	United States Agency for International Development

INTRODUCTION TO THE SINDH COMMUNITY MOBILIZATION PROGRAM

On September 21, 2011, the United States Agency for International Development (USAID) signed an Activity Agreement with the Government of Sindh (GOS) to implement the Sindh Basic Education Program (SBEP). This initiative is one of several donor interventions that support the Government's broader Sindh Education Reform Program (SERP) agenda. SBEP is focused on increasing and sustaining student enrollment in primary, middle, secondary and higher secondary schools. SBEP centers in seven districts in the Sindh Province (e.g., Dadu, Jacobabad, Kashmore, Khairpur, Larkana, Qambar Shadadkot, and Sukkur), and five towns of Karachi City (e.g., Bin Qasim, Gadap, Kemari, Lyari, Kemari, and Orangi). A Program Management and Implementation Unit (PMIU) has been established by the GOS' Education and Literacy Department (ELD) to coordinate the program's activities.

SBEP is comprised of six component parts: 1) Construction of schools in the areas affected by 2010 floods; 2) Support to GOS policy reforms to merge, consolidate, and upgrade schools through construction of schools; 3) Improvement in early grade reading in primary schools; 4) Community mobilization, with a focus on increasing girl's enrollment and improving the nutritional status of children; 5) Technical assistance to the GOS' ELD, and, 6) Architecture and engineering support for school construction.

The Sindh Community Mobilization Program (CMP) is a five-year program that commenced in August 2013, and forms a cornerstone of SBEP and focuses on component four. CMP has four key objectives: 1) Increase communities' involvement in the GOS reform of merging, consolidating, and upgrading schools; 2) Improve community and district administrations coordination for increased girl's enrollment; 3) Improve child nutrition in selected communities and government schools through research that informs innovation and good practice; and, 4) Pilot component: Launch of the education management organization (EMO) system.

In addition, CMP has three cross cutting themes that will significantly add value to these objectives; 1) Gender: Mainstreaming of program activities; 2) Water and sanitation: Improved facilities, knowledge and practice; and, 3) Disaster Risk Reduction: Improved awareness, knowledge, preparation, and practice. The program tracks and supports the construction, merging, consolidation, and upgrading schedule of SBEP schools. CMP also works with neighboring schools which fall within designated areas around new schools being built under SBEP and that accord with the specific criteria set by USAID for CMP activities. CMP's inclusive community activities are designed to make these educational improvements sustainable by increasing community support for their local schools and advocacy for improved educational provision.

BACKGROUND AND INTRODUCTION TO EMOs SYSTEM

The GOS' provincial assembly has passed the Sindh Right of Children to Free and Compulsory Education Act in 2013, in compliance with Article 25-A of the Constitution of Pakistan. In order to comply with this legislation, the GOS ELD will need to ensure access and improved service delivery in education to all the children. However, the provision of education services in the Sindh Province needs substantial improvement. Although the private sector schools seem to be providing better quality education to their students, there is a significant gap between the provincial, regional, and international standards among all schools in the Sindh Province.

Around 48% of the total primary school-aged children in Sindh (approximately 4.6 million) do not attend school.[1] This high rate of non-enrollment is caused by a range of socio-economic issues as well as a lack of capacity and funds in the public school system. Based on the 2013 Annual Status of Education Report (ASER), only 21% of enrolled children can read, and only 13% can do three-digit division.[2] In response to these dire statistics, the GOS has recently approved a broad set of policy reforms for improving the structure and management of public sector schools. These policy reforms describe various interventions to support these improvements, such as creating school-specific budgets, to maximize efficiency and reduce duplication/waste of resources, and consolidating and contracting out the management of schools (Khairpur Model) for long-term management of government schools through performance-based contracts.

ELD is interested in exploring private sector engagement to bridge the gap of funding as well as improve the schools' service delivery and management performance in the public school system in Sindh. The private sector organizations, through performance-based management contracts that is based on a public-private partnership (PPP) model, will provide core and supplementary educational services to students. Additionally, these organizations will be expected to manage and maintain their designated schools and building the capacity of teachers.

In order to ensure broad access to good quality schools, even in remote areas, the ELD will engage reputable private sector organizations in education to manage the schools. Organizations, such as The Citizen Foundation, CARE Foundation, Zindagi Trust, Institute of Business Administration (IBA) Sukkur, Beacon House School System (Educators), City School System (Smart Schools), and Allied Group of Colleges/Schools, have demonstrated experience in the provision of quality education and could potentially be considered to take on this role.

With USAID funding, SBEP's is constructing state-of-the-art schools that will soon be in need of high-quality school management to deliver the best education to students. With effective management, these schools be seen as model public schools beyond the life of program. They will serve as a benchmark for the ELD so that other schools in the province are brought up to the same standard and provide high quality education to children.

[1] Pakistan Social and Living Standards Measurement (PSLM) 2012-13. Last reviewed on 11/2514. http://www.pbs.gov.pk/content/pakistan-social-and-living-standards-measurement-survey-pslm-2012-13-provincial-district
[2] South Asian Forum for Education Development (SAFED). ASER Pakistan 2013. January 14, 2014. Last reviewed on 11/10/14. http://www.aserpakistan.org/document/aser/2013/reports/national/ASER_National_Report_2013.pdf

Approval of EMO Budget

EMOs are reputable organizations that have a credible track record of providing a range of quality education services, including management of educational institutions. These organizations can be for-profit and not-for-profit and must have the capacity to provide quality school management to a set of public sector schools. The GOS has allocated Rs. 200 million for piloting the EMOs model in the 2014-15 fiscal year. It is expected that first batch of SBEP schools construction in the Khairpur and Sukkur Districts will be completed during the fiscal year. The ELD will outsource the management of these schools to selected reputable educational organizations under the PPP mode through performance-based management contracts.

FIRST POLICY DIALOGUE ON EMOs

Under CMP's fourth objective, CMP is facilitating the launch of the EMO system for SBEP newly-constructed schools. In order to generate discussion, build consensus, and seek recommendations, PMIU and CMP organized a policy dialogue on developing an EMO policy framework, which was held on September 23, 2014, at the Avari Hotel in Karachi. (See Annex 1 for the event's agenda.) The objective of this dialogue was to bring together key education stakeholders and experts to participate in the development of a framework for designing an EMO policy for the ELD in Sindh. Participants included: senior GOS representatives, including ELD, Reform Support Unit, PPP Unit-Finance Department, ELD's PPP Node; representatives from USAID, development sectors, civil society organizations, corporate sector, school adopters; PAG members; individual philanthropists; and, other education experts.

Panelists

- Dr. Fazlullah Pechuho, Secretary Education, GOS
- Mr. Tamizuddin Khero, Program Director, SBEP
- Dr. Randy L. Hatfield, Sr. Policy Adviser and Manager--Sindh Basic Education Program, USAID/Pakistan
- Mr. Waqar A. Khan, Acting Chief of Party, Sindh CMP
- Lt-Gen.(R) Moin Uddin Haider, Former Governor of Sindh, PAG member

Speakers:

- Dr. Fazlullah Pechuho, Secretary Education, GOS
- Dr. Randy L. Hatfield, Sr. Policy Adviser and Manager--Sindh Basic Education Program, USAID/Pakistan

Presenters:

- Mr. Tamizuddin Khero, Program Director, SBEP
- Mr. Naveed Rajput, Director, PPP Unit, Finance Department, GOS
- Mr. Naveed Ahmed Shaikh, Advisor EG&M, CMP

This policy dialogue continued USAID and the GOS' ELD's strategic efforts, in coordination with CMP, to discuss the emerging EMO policy framework under the 2010 PPP Act in Sindh. The event provided participants an introduction to the EMO system and a platform to discuss key considerations for developing an EMO policy framework. During the dialogue, participants provided recommendations for the EMO Policy Framework, which will be submitted to the ELD in December 2014.

EVENT PROCEEDINGS

Mr. Naveed Ahmed Shaikh, CMP's Advisor for Education Governance and Management, welcomed the participants to the Policy Dialogue on EMOs. He also provided an overview of the event, including the purpose, proceedings, and expected outcomes of the dialogue. He also shared the

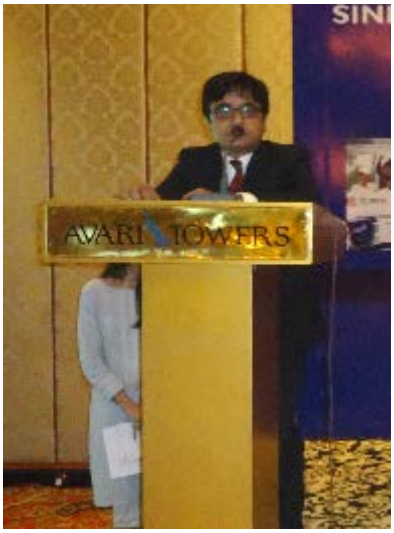
objective of the event, which was to collect recommendations from the stakeholders for developing the EMO policy framework.

Mr. Tamizuddin Khero, Program Director, PMIU

Mr. Tamizuddin Khero provided an overview on SBEP. He also acquainted the audience on the program's objectives and goals, components, approach, targets, and expected outcomes. Mr. Tamizuddin updated the participants on the program's current achievements and presented the SBEP schools' construction renderings. (Please see Annex I for Mr. Tamizuddin's presentation.)

Mr. Naveed Rajput, Director, PPP Unit, Finance Department, GOS

Mr. Naveed Rajput presented on the Sindh 2010 PPP Act and the PPP Unit in the GOS Finance Department. The PPP unit was formed five years ago to facilitate and support sustainable development initiatives with the private sector under the theme of "Partnerships for Development." As part of his presentation, he described the Unit's different functions and roles for supporting partnerships between the GOS and the private sector on different social development initiatives in education, health, and other sectors.



He noted that various features have been incorporated in the act with broad delimitations, which provides various opportunities in development including management contracts for the public school system. The 2010 PPP Act specifies roles and responsibilities of PPP Policy Board, PPP Unit, and PPP Nodes in the GOS departments.

Mr. Rajput also presented different PPP models and illustrated various prototypes on project action plans, management processes, and payment structures that could assist the piloting the outsourcing of public school management to EMOs. He said that GOS is applying these models to outsourcing the management of public health sector projects in the Sindh Province to private sector organizations. He appreciated the efforts done under SBEP to pilot the EMO system initiative and assured full support of the Finance Department through its PPP Unit. (Please see Annex I for Mr. Rajput's presentation.)

Dr. Randy L. Hatfield, Sr. Policy Adviser and Manager--Sindh Basic Education Program, USAID – Pakistan

Dr. Randy Hatfield appreciated the encouraging role of the GOS in supporting SBEP program objectives. With reference to the origin of the EMO system in the U.S. in early years, he shared the various benefits of this system in decentralizing and incorporating best practices in outsourcing management of public schools. He further explained that the EMO system being piloted under SBEP is aimed directly at generating impact on raising and sustaining student enrollment, improving educational services, and ensuring effective management in the government schools with a combined participation under the spirit of PPP and community ownership. He appreciated CMP's effort in involving key stakeholders for the development of the EMO system and recommended that more of these types of dialogues be conducted to revise and refine the system as it is developed. Dr. Hatfield further reiterated the importance of government's direct support and commendation in order to move ahead toward a successful pilot of outsourced public school management to private sector organizations.

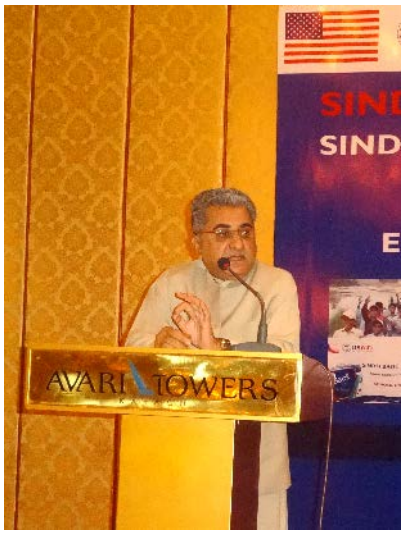
Mr. Naveed Ahmed Shaikh, Advisor for Education Governance and Management, CMP

Mr. Shaikh provided an overview of Sindh CMP and the evolving EMO system. After describing the program's objectives and targets, he presented the milestones that the program has achieved so far. Mr. Shaikh also described CMP's role in providing technical assistance and support to the GOS' ELD in piloting the EMO system in Sindh. CMP is currently supporting the GOS in developing an overall EMO policy framework.

Mr. Shaikh discussed further the purpose of the policy dialogue and the evolving EMO policy framework. He emphasized the importance of key stakeholders to be involved in the development of the framework. The EMO system will only be successful if its development process has buy-in from all stakeholders, which is the objective of this policy dialogue. He asked the participants for their interactive involvement and presented the following five possible considerations for the EMO policy framework:

- Scope, time duration, evidence of success or failure, funding agency or agencies;
- Role of the ELD (Provincial, District) and non-governmental organizations (NGOs);
- Budget, finance (Provincial, School Level) and performance-based disbursement;
- Monitoring and Assessment by the Government, NGOs (implementing partners), and third party evaluator; and,
- Principles for establishing key performance indicators and proposed KPIs.

Dr. Fazlullah Pechuho, Secretary Education, GOS



Dr. Fazlullah Pechuho emphasized the importance of the development sector partners taking the government on-board in education initiatives. In this regard, he particularly appreciated the SBEP for its comprehensive engagement with the GOS in delivering program objectives. Referencing the EMO system, he said that the GOS is piloting the outsourcing of public school management to the private sector to overcome managerial and technical weaknesses in the public education sector. He noted that this pilot represents a "make it-or break-it" moment for the Sindh education system. Dr. Pechuho appreciated CMP for organizing the dialogue and underscored the importance of similar events in the future to ensure key stakeholders' involvement in piloting the EMO system.

GROUP WORK AND RECOMMENDATIONS ON EMO POLICY FRAMEWORK

To kick-off the group work, Mr. Shaikh further discussed the five possible considerations for the developing an EMO policy framework, mentioned above. He then requested the participants to discuss these topics in break-out groups based on the participants' preferences. Each group addressed one of the five possible considerations and consisted of 8 to 10 participants.

RECOMMENDATIONS FOR EMO POLICY FRAMEWORK

Group 1:	Scope, time duration, evidence of success or failure, funding agency or agencies
Facilitator:	• Ajmal Khan, Advisor Community Mobilization, CMP
Group Members:	• Abdul Jabbar – Director Secondary Education Karachi • Saleem Baloch – Project Manager ITA • Hafeez Samo – Education Specialist, USAID - Pakistan • Shahnaz Wazir Ali – President SZABIST, PAG member • Naveed Rajput – Director, PPP Unit, Finance Department, GOS • Allah Bachayo – Director, Secondary Education Hyderabad • Asghar Soomro – Head of Program, Education Fund for Sindh (EFS) • Hassan Jafri – Manager, Human Resources (HR), PMIU-SBEP

The first group discussed proposed contract's Scope, Time Duration of the Contract, Evidences of Success or Failures and possible Funding Agencies for EMOs.

After detailed deliberation, the consensus was that improving quality of education is directly linked with schools' environment, which can only be improved by provision of competent human resource and quality physical infrastructure and facilities.

The group recommended that the contract duration should match with the duration of one full cycle of cohort of students entering in class-1 and graduating from the highest grade of a school.

The group also highlighted key process indicators such as adequate student/teacher ratio, students' sustained decrease in drop-outs, teachers' development plans, formative and summative assessment of students and teachers, and safety and security of teachers and students.

The working group also suggested that in addition to GOS, other avenues should be explored to pool funding through international and corporate donors.

Group 2:	Role of Education Department (Provincial, District) and NGO
Facilitator	• Shama Shaikh – Community Mobilization Manager, CMP
Group Members:	• Ahsan Ahmed – Director, Secondary Education Larkana • Allah Rakhio – Dy. Director, Schools Sukkur • Tauseef Lateef – Director, PPP Node ELD GOS • Farhana Iqbal – Director/Chairperson Committee for Monitoring and Improvement of Schools (CMIS) • Huma Imran Khan – Program Manager Education, Indus Resource Centre (IRC) • Qalander Behrani – General Manager Education, Health and Nutrition Development Society (HANDS) • Nisar Nizzamani – CEO DEVCON • Saboor Karamat – Director, PPP Unit Finance Department, GOS • Momina Ahmed – Assistant Director, SEF • Maria Mir – Assistant Director, AASP

The group worked together to delineate the roles of the different tiers of the government to facilitate the implementation of EMOs' contract.

In-depth discussion took place to identify different layers of responsibilities and roles of government and the contracted party.

Role of the Provincial Government:
Participants highlighted the need of developing a regulatory framework that indicates government intentions, expected outcomes and roles and responsibilities of government and the contracted partner. However, participants also urged that framework should be flexible, only covering broader aspects of the partnership, as it is expected that different partnerships at different schools and districts will have different operational and implementation environments.

The members of the group recommended that government should devise a proper financial mechanism which ensures that funds are transferred to the contacted party in a predictable manner, as agreed in the contract. This is important as there exists a trust gap between public and private stakeholders.

The other areas where government needs to take responsibly are teachers' monitoring, teachers' hiring, teachers' transfers, disciplinary actions and other related administrative problems.

Role of District Administration:
Participants underscored the need of strong support to EMO initiative from district administration. District administration should be made responsible for the execution of policies notified by the provincial government. District administration should also be assigned the responsibility articulation of the need of human resource and to deploy required numbers of teachers through transfers and recruitment. The working group highlighted the support required from district administration to address the conflicts and resistance that may arise as the EMOs idea is implemented in schools.

Role of the school:
The staff posted at EMO schools will be the pivot of the whole contract implementation. Participant's highlighted the need for regular performance appraisals. It is further recommended that school principal may also be given the powers to hire staff from BPS 1 to 5. The school administration and the EMO should also be entrusted with the responsibility of safety and security in the schools.

Role of the EMOs:
It should be the responsibility of the EMO to build the capacity of the teachers and other staff after conducting the training needs assessment. EMO will also be reengineering the daily tasks of the schools such as, setting the timetable in line with student learning objective (SLOs); instituting monitoring mechanisms to improve school operations and maintenance; and taking steps to prepare the school development plan, based on the consensus secured between the staff and the community.

The group further recommended that EMOs should also be allowed to recruit teachers on contract on vacant positions, especially for English, mathematics and science subjects. Health and hygiene is another area where EMO should work with school community and district administration to improve child health and hygiene practices.

Though participants understood that the salary of the government teachers comes from Accountant General (AG) Office Sindh, they underscored the need of providing some salary control to EMOs, to instill accountability mechanism and to ensure overall performance improvement.

Group 3:	**Budget, finance (Provincial, School Level) and performance-based disbursement**
Facilitator	• Parvez Pirzado – Program Management Specialist (Education), USAID-Pakistan
Group Members:	• Tariq Khan – Sr. Education Advisor, USAID-Pakistan • Abdul Qayyum – Finance Officer, Dream Foundation Trust • Mahmood Ali Khan – Administrator, The Education Foundation (TEF) • Ghulam Nabi – School Management Committee (SMC) Chairman, GBSS Yousafgot Karachi • Rasool Bux – SMC Member, GBSS Yousafgot Karachi • Mujtaba Shahneel – Director General, PPP Unit Finance Department, GOS

The group deliberated in detail about the different aspects of budget and finance, and presented findings to the participants of the workshop which elicited an interesting exchange of ideas between the workshop participants and the group members. The group was in favor of giving full control over the salaries of government staff posted at the school to EMO; and linking it to the performance based incentives. It was also recommended that market salary should be given to teachers who are engaged on contract. This recommendation generated a lot of debate during the presentation as many participants while terming it desirable opined that it may not be possible for the government to do it at this stage.

Another suggestion from the group was to make budgetary releases to EMO automatic, conditioned on the report submitted by an independent auditor engaged for the purpose. The group was also of the opinion that at least 25% teachers should be hired on contract by the EMO, for each school.

At the school level, group emphasized the need of school-based budgeting for civil construction as well as softer components of school budget. For schools located in remote areas special incentives should be given to teachers through EMOs.

Group 4:	**Monitoring and Assessment by the Government, NGOs (implementing partners), and third party evaluator**
Facilitator	• Randy Hatfield – Sr. Policy Adviser and Manager--Sindh Basic Education Program, USAID-Pakistan
Group Members:	• Hisham Adamjee – Director Adamjee • Tayyaba Zahid – Academic Coordinator, CMIS • Farida Zuberi – Program Director, EFS • Sadaruddin – M&E Specialist, PMIU-SBEP • M. Munir Aslam – Manager Communication, Adamjee • Parveen Jung – Sr. Officer Corporate Services, Pakistan Petroleum Limited (PPL) • Shah Nawaz – Partner, IQ Capital Plus • Maqbool – Sr. Finance Officer, HANDS • Ayaz Soomro Program Manager, IRC

	• Siddique Shaikh – Chairman, Corporate Social Responsibility (CSR) Federation of Pakistan Chamber of Commerce and Industries (FPCCI) • Saleem Qureshi – CEO, Assessment Fund • Fawad Ahmed – M&E Manager, CMP

This group deliberated on monitoring, evaluation and assessment. The group suggested several areas where strong mechanisms of monitoring should be established. These areas include professional development of teachers and school staff, infrastructure maintenance, student enrollment and retention and health & hygiene.

The group also suggested that information technology may be used to monitor teacher and student absenteeism and effectiveness of school management. The group favored independent auditor monitoring by using third party for the purpose.

Group 5:	**Principles for Establishing Key Performance Indicators and Proposed KPIs**
Facilitator	• Waqar A. Khan – Acting Chief of Party, CMP
Group Members:	• Lila Ram – Education Specialist, USAID-Pakistan • Tariq Masood – M&E Officer, PMIU-SBEP • Lt. Gen Rtd Moinuddin Haider – School Adopter, Member PAG • Tamizuddin Khero – Program Director, PMIU-SBEP • Majid Mirza – Senior Manager, Aman Foundation • Shahzeb Irshad – Assistant Manager, Aman Foundation

The group set two broad parameters for conceiving the Key Performance Indicators (KPIs).

First, the performance should be measured through regular assessments of students and staff. Secondly, performance measurement should not be restricted to academic performance only but a holistic view should be taken to include life skills, co-curricular activities, values education, and appreciation of cultural diversity.

After setting the broad guiding principles, the group divided the KPIs into three categories:

1. Process
2. Quality and
3. Governance

In Process category the recommended indicators included enrolment rate, retentions rate, completion rate, out of school induction and gender balance.

Under Quality, the group recommended KPIs based on student performance, teacher performance, infrastructure quality, health & hygiene, co-curricular activities, learning resources like library, ICT and other such facilities, both for teachers and students.

Under Governance, the group recommended indicators which measure the involvement of

community or SMCs in the schooling process. The group also stressed on mechanisms which ensure financial sustainability of the EMO system by the government, for its broader scalability. The group recommended that such KPIs should be developed which measure transparency of the systems and comprehensiveness of administrative system structures which will govern EMOs.

The group also suggested that these recommendations should be presented in an expert group session which will develop to-the-point and measurable KPIs based on these recommendations.

CONCLUSION AND CLOSING REMARKS

The discussions among the diverse stakeholders proved very productive, resulting in key recommendations by each working group. Ms. Shahnaz Wazir Ali, President SZABIST, PAG member, appreciated the participants' efforts and praised the results from the group break-outs. She suggested that this report be shared widely with stakeholders present in the dialogue and development sector entities who are involved the education support initiatives under PPP.

At the end of event, Mr. Shaikh thanked the participants, as well as the PMIU and SBEP teams for their support in organizing the dialogue. He expressed hope that the EMO system pilot would help institute change in Sindh's education system and reiterated that the recommendations made by the groups will be consolidated and a dialogue report will be shared with the GOS and with the stakeholders to take forward the goal of this day-long discussion.

ANNEX 1: AGENDA

ONE-DAY POLICY DIALOGUE ON
EDUCATION MANAGEMENT ORGANIZATIONS
23 September 2014
Khursheed Hall – Avari Hotel, Karachi

Program

09:00 am	Registration of participants
09:30 am	Recitation from Holy Quran
09:35 am	Welcome Remarks and Introduction to SBEP
09:45 am	Presentation on PPP Act 2010
10:00 am	Tea and refreshments
10:15 am	Presentation on Outsourcing of School Management
10:30 am	Group Formation
Group-1.	Scope, time duration, evidence of success or failure, funding agency or agencies;
Group-2.	Role of the ELD (Provincial, District), non-governmental organizations (NGOs);
Group-3.	Budget, finance (Provincial, School Level) and performance-based disbursement;
Group-4.	Monitoring and Assessment by the Government, NGOs (implementing partners), third party evaluator;
Group-5.	Principles for Establishing Key Performance Indicators and Proposed KPIs
12:00 pm	Group Presentations – 10 minutes for each group
01:15 pm	Concluding session
1:30 pm	Vote of thanks/Lunch

ANNEX 2: PRESENTATIONS

Tamizuddin Khero, Program Director, SBEP

Naveed Rajput, Director, PPP Unit, Finance Department, GOS

Management Contract /Performance Based Contracts (PBC)

Performance-based contracts **identify expected deliverables, performance measures or outcomes**; and **payment is contingent on their successful delivery.**

Performance-based contracts also use appropriate techniques, which may include but are not limited to, **consequences and/or incentives** to ensure that agreed upon value to the state is received.

PBC Process

Process of Developing Standards

- Need definition/Goal setting (Business Case)
- Stakeholders identification
- Gather Information/Data
- Draft Specifications/Standards based on above data containing the following:
  - Input (Human resource, Other resources required to do the job)
  - Processing time required to do the job
  - Output/Identified Deliverables
  - Payments tied with deliverables
  - Incentives/Deductions for performance/non-performance

Example from NICH Contract

- Minimize the traffic of unauthorized attendants.
- Minimize incidents like kidnapping of babies
- Provide a secure and safe environment for the staff to be able to work.
- Preventing incidents of staff manhandling and scuffles among patients and attendants.
- Help protects damage to hospital property
- Tracks the patients with the help of computerized tracking system and bar code readers. Data entry for all patients' movements within and outside the hospital.

Solicited Projects

- **Hyderabad Mirpurkhas Dual Carriageway**
  - Project size PKR 6.5 billion
  - Korean Concessionaire "Doukjae Connecting Roads "
  - Project has been completed & is in operations
- **Jhirk Mulla Katiar Bridge Project**
  - Project size PKR 4.5 billion
  - Financial close has been achieved
  - Construction completion expected by April 2015
- **NICH Security & Fire Safety Contract**
  - 1st health sector PPP initiative based on annuity model
  - Project in operational phase

Solicited Projects

- **Sindh Noorlabad Gas Power Projects**
  - 1st provincial IPPs in the form of two gas based thermal plants of 50 MW each
  - Land acquired in the Noorabad Industrial Zone
  - Share-holding,Gas supply and Implementation agreements has been signed. PPA is in the process of negotiations.
- **Run of the River power project**
  - Situated at RD 15 with a capacity of about 50MW
  - GoS has selected the Preferred Bidder
- **Karachi Thatta Dual Carriageway**
  - 49.5km dual carriageway
  - Project based on annuity model
  - Debt to equity ratio of 70:30 with GoS equity 14%
  - Preferred Bidder has been selected.

Projects in Solicitation Phase

- **Khairpur Waste to Energy project**
  - Located in Khairpur Special Economic zone (KSEZ)
  - utilizing Municipal Solid Waste, Industrial Waste and Agricultural Waste to generate 20MW
- **Solar Energy project**
  - RFQ stage 100MW (5 projects of 20MW each)
  - Off grid power solution through small solar power projects

Projects for Solicitation

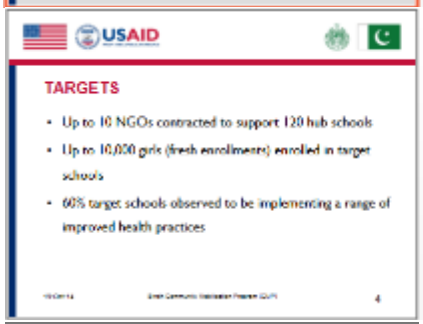
- **Modern Food Silos**
  - 1st Agri PPP project based on annuity structure advised by IFC
  - Initial capacity 30,000 tons/each at 2 locations
  - Project to be implemented under annuity structure similar to IPPs
- **Bus Rapid Transit (Yellow Line)**
  - Yellow Line based on JICA's master plan for Karachi
  - 26KM long from 6000 road to Numaish via Lucky Star
  - Feasibility under progress transaction advisors led by M/s KPMG with NESPAK & MTC as partners
  - The Project is at Private Partner Solicitation stage at the moment

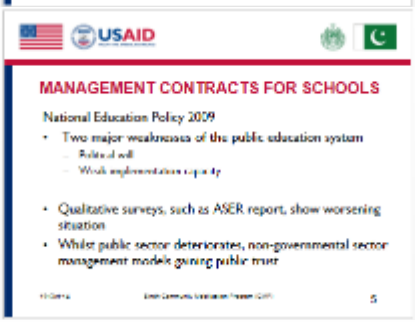
Projects in Social Sector

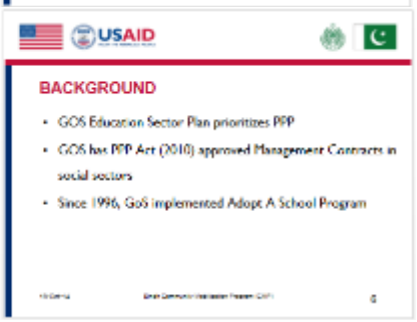
- **Management Contracts in Health Sector**
  Health Department GoS is in the process of awarding management contract to selected private partners in different district of the Province.
- **Management Contracts in Education Sector**
  Policy Board has approved similar structure for Education projects in selected schools of Sindh.

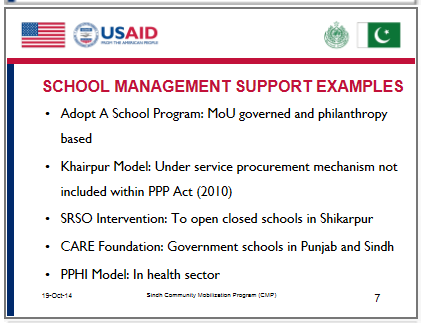
Thank You

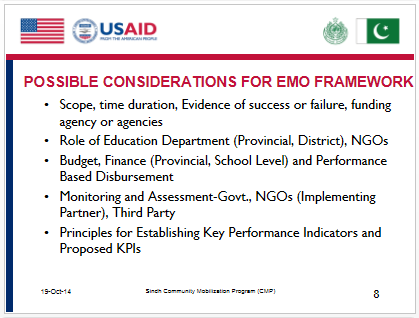
Naveed Ahmed Shaikh, Advisor for Education Governance and Management, CMP











ANNEX 3: STAKEHOLDERS AT THE POLICY DIALOGUE ON EMOs

One Day Policy Dialogue on Education Management Organizations 23 September 2014			
S.No.	**Name**	**Designation**	**Organization**
1.	Allah Rakhio Jatoi	Dy. Director Schools Sukkur	ELD – GOS
2.	Ayaz	Project Coordinator	IRC
3.	Hassan Jafri	Manager HR	PMIU SBEP
4.	Mishal Jawaid	Manager Communications	PMIU SBEP
5.	Zubair Bawani	Chairman	CSR Association
6.	Saleem Qureshi	CEO	Assessment Fund
7.	Muhammad Ali Khan	Administrator	TEF
8.	Tayyaba	Academic Coordinator	CMIS
9.	Tariq Masood	M&E Officer	PMIU SBEP
10.	Muhammad Siddique Shaikh	Chairperson CSR	FPCCI
11.	Maria Mir	Assistant Director AASP	SEF
12.	Naveed Rajput	Director	PPP Unit, Finance Department – GOS
13.	Hafeez Ullah	Manager – CR & CM	PMIU SBEP
14.	Fawad Soomro	Director	Engro Foundation
15.	Sabir Hussain Usmani	Manager Coordination	SRSO
16.	Moinuddin Haider	School Adopter	Former Governor Sindh
17.	Nisar Ahmed Nizamani	CEO	DEVCON
18.	Syed Shah Nawaz Rizvi	Partner	IQ Capital Plus
19.	Tamizuddin Khero	Program Director	PMIU SBEP
20.	Tauseef Lateef	Director PPP	ELD – GOS
21.	Saleem	Project Manager	ITA
22.	Majid Mirza	Senior Manager	Aman Foundation

One Day Policy Dialogue on Education Management Organizations 23 September 2014			
S.No.	**Name**	**Designation**	**Organization**
23.	Mujtaba Shahneel	Director General PPP Unit	Finance Department – GOS
24.	Ali Saqlain	Director PPP Unit	Finance Department – GOS
25.	Abdul Jabbar	Assistant Director Schools Karachi	ELD – GOS
26.	Lila Ram	Project Management Specialist - Education	USAID
27.	Asghar Soomro	Head of PPP	EFS – DFID
28.	Allah Bachayo	Director School Hyderabad	ELD – GOS
29.	Tufail Soomro	Section Officer	ELD – GOS
30.	Parvez Pirzado	Project Management Specialist – Education	USAID
31.	Farida Zuberi	Director Program	EFS – DFID
32.	Rizwan	Manager FT and M&E	PMIU SBEP
33.	Maqbool	SFU	HANDS
34.	Randy Hatfield	Sr. Policy Adviser and Manager--Sindh Basic Education Program	USAID
35.	Ahsan Ahmed	Director Secondary Education Larkana	ELD – GOS
36.	Parveen Jung	Senior Officer Corporate Services	PPL
37.	Hafeez	Education Specialist	USAID
38.	Abdul Qayyum	Finance Manager	Dream Foundation Trust
39.	Saba Mushtaq	Assistant Manager CSR	ITA
40.	Zaki A. Shaikh	Coordinator	ITA
41.	Hassan Karim	Manager Finance	Nasra School
42.	S. Amir	Managing Trustee	Nasra School
43.	M. Munir Aslam	Manager Communications	Adamjee
44.	Hisham Adamjee	Director	Adamjee
45.	Tariq Lateef	HR Advisor	PMIU – SBEP
46.	Huma Imran Khan	Program Manager Education	IRC

One Day Policy Dialogue on Education Management Organizations 23 September 2014			
S.No.	**Name**	**Designation**	**Organization**
47.	Mohammad Rafique	MEAL Manager	DEVCON
48.	Saliha Sartaj	Manager	DEVCON
49.	Sadaruddin	M&E Specialist	PMIU
50.	Tariq Khan	Senior Education Advisor	USAID
51.	Ghulam Nabi	SMC Chairman	GBSS Yousaf Ghot
52.	Rasool Bux	SMC Member	GBSS Yousaf Ghot
53.	Shahzeb Irshad	Assistant Manager Project Development	Aman Foundation
54.	Saboor Karamat	Director Legal PPP Unit	Finance Department – GOS
55.	Momina	Assistant Director	SEF
56.	Shahnaz Wazir Ali	President SZABIST, Member PAG	Former Special Assistant to Prime Minister
57.	Qalander Behrani	General Manager Education	HANDS
58.	Junaid Ahmed	Communications Secretary	Dream Foundation Trust
59.	Waqar Ahmed	Acting Chief of Party	Sindh CMP – IRD
60.	Ajmal Khan	Advisor – Community Mobilization	Sindh CMP – IRD
61.	Shama Shaikh	Manager Community Mobilization	Sindh CMP – IRD
62.	Ghawas Khan	HR & Admin Officer	Sindh CMP – IRD
63.	Fawad Ahmed	M&E Manager	Sindh CMP – IRD
64.	Fazal Rafay	M&E Officer	Sindh CMP – IRD
65.	Khawar Shahzad	Communications Manager	Sindh CMP – IRD
66.	Muhammad Ali	IT Officer	Sindh CMP – IRD
67.	Naveed Ahmed Shaikh	Advisor Education Governance and Management	Sindh CMP – IRD
68.	Sajjad Gilani	Program Officer – PPP	Sindh CMP – IRD